# JOB EVALUATION FOR THE ARMED FORCES



# FACTOR PLAN AND SCORING MATRICES

Amendments – Revisions to Factor Definitions Based on Judges Guidance Notes, November 1999

# FACTOR 1 - KNOWLEDGE, SKILLS, EXPERIENCE

### 1A. Level of Knowledge, Skills, Experience

- 1. Performance of straightforward tasks requiring a period of induction training.
- 2. Experience in more complex clerical or manual work and/or some team leader work. Satisfactory general education with GCSE success in literacy and numeracy and a range of subjects, (and/or equivalent in-Service training)
- 3. Experience in employment requiring application of more complex principles in support of, and as a key member of, a team and/or a junior supervisor role.
- 4. **Practical training and experience in specific skills over a period of some years with further development of supervisory skills.** Satisfactory general or technical education (including in-Service training) at and beyond GCSE higher levels, or accredited by BTEC.
- 5. *Practical experience as a team leader of a small working group.*
- 6. Wide experience in a specific field with some small autonomy. Good general technical education beyond GCSE (including in-Service training) accredited by BTEC, extending areas of competence.
- 7. Increased experience as a team leader or in a supervisory role with autonomy.
- 8. *Extensive experience in a full supervisory role.* Consolidated experience and training leading towards a management role.
- 9. Successful training and experience as a supervisor including delegated management tasks and/or project work. Accredited short course/part time training in management.
- 10. Broad experience in a specific field allied with a knowledge of other aspects of the organisation with extensive practical experience in a junior managerial role or equivalent advisory capacity. Full or part-time education after 18, in or out of Service, including successful completion of more advanced courses including BTEC and first degree or NVQ4.
- 11. Broad experience in a specific field and consolidated knowledge/practical experience of other aspects of the business with some personally delegated work for a middle/senior manager. Training and education extending an academic or technical discipline.
- 12. Broad knowledge of a specific division or function of the organisation associated with considerable practical experience. Academic qualification leading to a major professional qualification.
- 13. Broad knowledge of defence capabilities and management together with considerable practical experience and/or making a contribution to the long term success of some aspect of defence output.
- 14. Broad in-depth knowledge of the organisation, coupled with considerable practical experience at senior management level. Membership of a major professional institution.
- 15. Consolidated senior management experience with key training and management education to meet specific defence needs and requirements.
- 16. Mastery of a division or function of the organisation or breadth of knowledge and relevant experience to co-ordinate key functions and activities of the organisation at top management level, or to contribute to the co-ordination of an aspect of the organisation with another organisation within the group.
- 17. Experience at the most senior levels within an organisation, or in contributing to the co-ordination with other organisation.
- 18. *Experience in top management of an organisation or in co-ordinating particular aspects of the different organisations across the group.*

# 1B Range of Application of the Level of knowledge, Skills and Experience at 1A

- a. **Primarily concerned with one routine activity.**
- b. Concerned with broadly similar matters within a small working group
- c. Concerned with broadly similar matters which begin to extend beyond a medium sized group.
- d. Broadly similar matters involving some working with other parts of a significant operating group.
- e. Co-ordinating the work of several medium sized groups within a larger operating group.
- f. Similar matters within a larger operating group and leading to the co-ordination into a significant operating group
- g. Co-ordinating of larger groups within a significant operating group
- h. A variety of broadly similar matters across different significant working groups and/or into other divisions or functions of the organisation or a variety of dissimilar matters broadly within a division or function of the organisation.
- i. Extending the contribution to other divisions or functions with a full understanding of the interdependence of the separate units.
- j. A wide variety of somewhat dissimilar matters across different divisions or functions of the organisation or co-ordination of a variety of dissimilar matters within a division or function.
- k. Contributing to the strategic development of the UK Defence in a significant way.
- 1. Co-ordination of a wide variety of dissimilar matters across different functions or divisions of the organisation.
- m. Co-ordination of the work of two or more organisations within the group or of a function across the group.

## Working group sizes - personnel

- Small working group as few as 3 or up to 8 -10 people
- Medium working group up to 30 people.
- Larger operating group up to 100 people.
- Significant operating group up to 500 or 600 people

		1B												
		a	b	с	d	е	f	g	h	i	j	k	1	m
4	1	80	104	110	116	122	128	134	140	146	152	158	164	170
	2	104	110	116	122	128	134	140	146	152	158	164	170	176
	3	110	116	122	128	134	140	146	152	158	164	170	176	180
	4	116	122	128	134	140	146	152	158	164	170	176	180	190
	5	122	128	134	140	146	152	158	164	170	176	180	190	200
	6	128	134	140	146	152	158	164	170	176	180	190	200	210
	7	134	140	146	152	158	164	170	176	180	190	200	210	220
	8	140	146	152	158	164	170	176	180	190	200	210	220	240
	9	146	152	158	164	170	176	180	190	200	210	220	240	260
	10	152	158	164	170	176	180	190	200	210	220	240	260	280
	11	158	164	170	176	180	190	200	210	220	240	260	280	300
	12	164	170	176	180	190	200	210	220	240	260	280	300	350
	13	170	176	180	190	200	210	220	240	260	280	300	350	400
	14	176	180	190	200	210	220	240	260	280	300	350	400	450
	15	180	190	200	210	220	240	260	280	300	350	400	450	500
	16	190	200	210	220	240	260	280	300	350	400	450	500	550
	17	200	210	220	240	260	280	300	350	400	450	500	550	600

# FACTOR 2 - COMPLEXITY AND MENTAL CHALLENGE

# 2A Complexity

- 1. Work is confined to a limited range of routine tasks.
- 2. Work is still routine in nature, but varied number of tasks
- 3. Some greater variation, often in a changing context.
- 4. Some problems are met, and some are not routine.
- 5. More problems, or less routine, often in a changing context.
- 6. Solutions to problems primarily within one discipline or general activity.
- 7. Some small amount of problems in another discipline.
- 8. Solutions to problems which extend beyond one discipline.
- 9. Most of the problems met are outside one discipline.
- 10. Solutions to complex problems frequently outside one discipline and direct experience requiring application where appropriate of researched and newly assimilated knowledge.
- 11. Complex problems at the highest level are an integral part of the job requiring rapid assimilation of new knowledge and balance of outcomes.

# 2B Mental Challenge

- a. The hob holder is required to keep to established procedures (probably by rote).
- b. Acting entirely within previous experience and precedents (and no longer 100% by rote).
- c. Some interpretation of precedent needed.
- d. Using precedent and experience to solve new and/or unusual problems regularly.
- e. Meeting new problems by building on precedent and practical experience often where reference to others is not practicable.
- f. Adaptive thinking within a specific discipline requiring improvement and development of techniques and methods.
- g. Applying adaptive thinking as a significant part of the job on a regular basis.
- h. Innovate thinking within the same or similar disciplines applied to problems which lie outside previous experience and precedents.
- i. Using innovative attitudes and techniques for a large part of the job and overseeing others making their innovative contribution.
- j. Imaginative and interpretative thinking, reading a situation, finding solutions to new problems, initiating new ideas, identifying and developing new opportunities within a division or function of the organisation.
- k. *Required to contribute across the organisation, working alone or with others on strategic developments.*
- 1. Creative thinking, spotting new opportunities, initiating ideas and action to develop one or more organisation and to achieve group objectives (i.e. in response to Defence Management Plan).
- m. Contributing to the co-ordination of the several organisations and the direction of the group as a whole.

FACT	OR 2			C	OMPL	LEXIT	Y AN	D ME	NTAL	CHA	LLEN	NGE		
	2B													<b>→</b>
		a	b	С	d	e	f	g	h	i	j	k	l	m
2A	1	1	5	10	18	28	38	52	66	80	96	110	130	-
	2	4	8	16	28	38	52	66	80	96	110	130	150	-
	3	8	14	24	36	50	62	76	88	104	120	140	160	-
	4	14	24	36	48	60	70	80	96	110	130	150	170	-
	5	24	34	44	56	66	76	88	104	120	140	160	180	-
	6	34	40	50	60	70	80	94	110	130	150	170	190	210
	7	40	46	56	66	76	88	104	120	140	160	180	200	220
	8	46	50	60	70	80	94	110	130	150	170	190	210	240
	9	50	56	66	76	88	104	120	140	160	180	200	230	260
	10	56	60	70	80	96	110	130	150	170	190	210	240	280
·	11	60	70	80	96	110	130	150	170	190	210	240	270	300

### FACTOR 3 - JUDGEMENT AND DECISION

### 3A Level of Judgement and Decision

- 1. All work is covered by standard instructions.
- 2. Decisions involving checks against well defined standards and practices. Some small scope for variation but all questionable matters are referred to a superior for decision.
- 3. Small scope of variation with some minor questionable matters dealt with directly.
- 4. Checks against standards and practices. Scope of variation with reference to a superior for confirmation.
- 5. Only the most important matters are reported to a superior.
- 6. Work within general objectives, targets and practice defined by others. Refers to higher authority on more important judgements and decisions and matters falling outside own sphere of activity.
- 7. Sets local objectives and targets to fulfil others' requirements for own and subordinate groups.
- 8. Participates in setting operational objectives and targets. Refers to higher authority judgements and decisions which fall outside agreed objectives or own functional authority.
- 9. Responsible for setting wider operational objectives and targets. Refers to higher authority judgements and decisions which fall outside agreed objectives or own functional authority.
- 10. Provides input to the organisation's policy and sets objectives. Consults higher authority on matters which affect policy and require approval of the operational board or management committee.
- 11. Contributes at the operational board or management committee where own and colleagues' targets and objectives are being set.
- 12. Responsible for policy determination for the organisation and decisions within broad policy framework. Major issues or change in direction are subject only to Executive Committee or Main Board approval.
- 13. Contributes at Main Board to policy determination for the whole group and has accountability and responsibility for a major division or function.

## **3B** Impact upon the success of the organisation

- a. Work is closely supervised and checked.
- b. Mostly confined to own small or medium sized working group.
- c. Affects adjacent small working groups.
- d. Mostly within own small or medium sized working group within a larger operating group.
- e. Affects other medium sized working groups.
- f. Decisions have some effect on other larger working groups in the same significant operating group in a division of the organisation.
- g. Decisions and actions affect the whole significant operating group and begin to impact on others; impact on whole organisation limited.
- h. Advice and actions which extend to some degree to other significant operating groups in a division of the organisation overall impact moderate.
- i. Advice and actions which affect the whole division or function overall impact reaching a significant level.
- j. Advice and actions which cause other divisions or functions within the organisation to react overall impact significant.
- k. Advice and actions which begin to impact significantly on the whole organisation or a function across the group.
- 1. Advice and actions which impinge on policy and affect the organisation as a whole overall impact high.
- m. Advice and actions which will affect other organisations within the group.
- n. Advice and actions which have major impact on the organisation and its future well being, or on a major function.
- o. Advice and actions which have immediate effect on the whole organisation, but constrained by the main board.
- p. Advice and action which will have significant effect across the organisations in the group.

FACTOR 3

# JUDGEMENT AND DECISION

	a	b	С	d	е	f	g	h	Ι	j	k	l	т	n	0	]
1	2	4	10	20	30	44	56	66	80	90	100	110	120	130	140	
2	4	10	20	30	44	56	66	80	90	100	110	120	130	140	150	
3	10	20	30	44	56	66	80	90	100	110	120	130	140	150	160	
4	20	30	44	56	66	80	90	100	110	120	130	140	150	160	170	
5	30	44	56	66	80	90	100	110	120	130	140	150	160	170	180	
6	44	56	66	80	90	100	110	120	130	140	150	160	170	180	200	
7	56	66	80	90	100	110	120	130	140	150	160	170	180	200	220	
8	66	80	90	100	110	120	130	140	150	160	170	180	200	220	260	3
9	80	90	100	110	120	130	140	150	160	170	180	200	220	260	300	3
10	90	100	110	120	130	140	150	160	170	180	200	220	260	300	340	3
11	100	110	120	130	140	150	160	170	180	200	220	260	300	340	380	4.
12	110	120	130	140	150	160	170	180	200	220	260	300	340	380	420	4
13	120	130	140	150	160	170	180	200	220	260	300	340	380	420	460	5

FACTOR 4 - USE OF RESOURCES (PERSONNEL; EQUIPMENT; BUDGETS ETC)

# 4A Level of Supervision of Resources

- 1. Limited or no responsibility for people or resources.
- 2. Supervisory responsibility for a small working group or a limited amount of resources.
- 3. A supervisory role for people in a larger operating group or of an amount or range of resources.
- 4. A full supervisory role often involving a larger quantity of resources and/or with a longer term effect.
- 5. A senior supervisory role of people or resources working to other's instructions.
- 6. Junior management of people or resources operating above supervisor level and/or as a sole specialist.
- 7. A management role of larger number of people or significant resources.
- 8. Middle management of the organisation operating below and usually subordinate to a job holder in level 10 below.
- 9. Middle management usually reporting to a head of division or function.
- 10. Senior management of the organisation responsible to either the head of a major division/function or to a director of the organisation.
- 11. Senior management responsible often for a minor function or smaller division.
- 12. Head of a major division or function, operating at policy making level, or a director.
- 13. Head of a large division or major function.
- 14. *Executive director of a division or function of the organisation or working in a contributory role across the group.*
- 15. Executive director with a major line responsibility and contributing significantly across the group.
- 16. Head of an organisation or executive director working across the group in a coordinating way.
- 17. In charge of the group.

## 4B Influence

- a. **Primarily advisory or supportive to management: the basic producer.**
- b. Job holder has freedom to act in non-routine work, subject to clear limits, or personally responsible for decisions within clearly defined limits.
- c. Job holder makes decisions which can influence the success of a larger operating group.
- d. Job holder has authority to act independently of close control and/ or commit others to action, and is accountable for their performance.
- e. Job holder makes independent decisions and is responsible for the performance of other working/operating groups.
- f. Significant line responsibility or provision of specialised advice which can have indirect but significant effect on results of the organisation.
- g. Even greater line responsibility or provision of specialised advice with increasing direct effect on results of the organisation.
- h. Primarily line responsibility where effective leadership and personal actions/decisions have a direct effect on results of the organisation as a whole.
- i. Effective leadership and personal actions/decisions have major effect across aspects of the different organisations in the group.
- j. Effective leadership and actions which will have major effect upon the group as a whole.

# USE OF RESOURCES

	a	b	С	d	е	f	g	h	i	j
1	1	4	8	12	16	22	28	34	40	-
2	4	8	12	16	22	28	34	40	50	-
3	8	14	18	26	30	36	42	50	60	-
4	14	20	28	32	40	48	54	60	76	-
5	20	30	34	42	50	60	68	76	92	-
6	30	36	44	52	60	70	82	92	110	-
7	36	46	56	66	76	86	98	110	126	-
8	46	60	70	80	92	102	114	126	150	-
9	60	72	84	96	108	122	136	150	174	-
10	72	84	100	114	130	144	160	174	208	-
11	84	102	120	136	154	172	190	208	240	-
12	102	120	138	158	180	200	220	240	284	34
13	120	146	168	192	216	240	260	284	340	390
14	146	170	198	224	250	276	302	340	390	46
15	170	200	230	260	290	320	360	390	460	530
16	200	240	270	300	340	380	420	460	530	60
17	240	270	300	340	380	420	460	530	600	70

# FACTOR 5 - COMMUNICATION

## 5A Level of Internal Communication

- 0. Little or no communication except with colleagues.
- 1. Mostly with immediate colleagues, inc. team leader, in the small working group.
- 2. Mostly with team leaders, some higher level contact in a medium sized group.
- 3. Mostly at supervisory level.
- 4. *Mostly with other supervisors, some contact with larger operating group management.*
- 4. Mostly at junior management level; at larger operating group level.
- 5. Mostly with other junior managers and supervisors; some contact into a significant operating group.
- 7. Mostly at middle management level; in a significant operating group, division or function.
- 8. A large amount of communication with senior management.
- 9. Mostly at senior management level; beyond a significant operating group.
- 10. Some large amount of communication with heads of divisions or functions.
- 11. Mostly at head of major division or function or organisation director level.
- 12. Communication with own division or function as well as some top management.
- 13. Mostly at top management level of the organisation.

## 5B External Communication

- L Up to 40% of all communication is external and involves dealings with those who do not share the same aims as the Job Holder's organisation.
- M 40% 60% of all communication is external and involves dealings with those who do not share the same aims as the Job Holder's organisation.
- **H** More than 60% of all communication is external and involves dealings with those who do not share the same aims as the Job Holder's organisation.

- 5C Significance of Communication
- z. Occasional communication on basic job matters. (Not Used)
- a. *Communicating on routine matters.*
- b. Understanding and acting upon clear instructions and directions.
- c. *Receiving and giving information, providing explanations on moderately complicated matters.*
- d. Understanding and interpreting advice and instructions for use by others.
- e. Contributing to basic level negotiations, providing explanations on complex matters and influencing by persuasion.
- f. Understanding and interpreting into instructions for independent action through a sub-ordinate chain of management.
- g. Handling complex negotiations, presenting well reasoned, convincing cases on complex matters where the successful influence of people is of significant importance.
- h. Complex and difficult negotiations supported by others to further the organisation's development.
- i. Handling complex and difficult negotiations and communications where the proper handling of contacts and the successful influencing of people can be of major importance to the organisation or group.

F	ACT	OR 5			COM	MUNI	CATIO	N				
		_	5E	3 —								
			z	a	b	с	d	e	f	g	h	Ι
		L	20	24	28	34						
5	0	M	24	28	32	38						
		Н	28	32	36	42						
		L	26	30	34	38	48	50	54	58	64	68
	1	M	32	36	40	44	54	58	64	68	74	80
		Н	38	44	50	56	64	68	74	80	88	94
	2	L	30	36	42	46	51	54	59 69	63	69	74
	2	M	35	41	47 54	53	59 (0	63 74	68	74 87	81 95	87
		Н	42	48	54	62	69	74	81	87	95	102
		L	36	42	46	50	54	58	64	68	74	80
	3	M	44	50	54	58	64	74	77	80	88	94
		Н	50	58	64	68	74	80	88	94	102	110
		_					-					
		L		47	51	54 (2	59 60	63 74	69	74	81	87
	4	M H		54 63	59 69	63 74	69 81	74 87	81 95	87 102	95 111	102 119
		н		03	09	/4	01	0/	95	102	111	119
		L		50	54	58	64	68	74	80	88	94
	5	Μ		58	64	68	74	80	88	94	102	110
		н		68	74	80	88	94	102	110	120	128
		_			-		60			~-		
	6	L		54	59 60	63 74	69	74	81 05	87 102	95	102
	6	M H		63 74	69 81	74 87	81 95	87 102	95 108	102 119	111 129	119 138
		11		/4	01	07	95	102	100	119	129	130
		L		58	64	68	74	80	88	94	102	110
	7	Μ		68	74	80	88	94	102	110	120	128
		н		80	88	94	102	110	120	128	138	148
		т		$\mathcal{O}$	69	74	81	07	95	102	111	110
	8	L M		63 74	81	74 87	81 95	87 102	93 108	102 119	111 129	119 138
	0	H		87	95	102	111	112	129	138	149	150
									-=-			/
		L		68	74	80	88	94	102	110	120	128
	9	M		80	88	94	102	110	120	128	138	148
		Н		94	102	110	120	128	138	148	160	170
		L		74	81	87	95	102	108	119	129	138
	10	L M		87	95	102	95 111	102	108	119	129 149	150
		H		102	111	119	129	138	149	159	171	182
		L		80	88	94	102	110	120	128	138	148
	11	M		94 110	102	110	120	128	138	148	160	170
		н		110	120	128	138	148	160	170	182	194
		L		87	95	102	111	119	129	138	149	159
	12	M		102	111	102	129	138	149	150	171	182
		Н		119	129	138	149	159	171	182	195	207
	12	L		94	102	110	120	128	138	148	160	170
	13	M		110 128	120	128	138 160	148 170	160 182	170 104	182 208	194
		Н		128	138	148	160	170	182	194	208	220

# FACTOR 6 - WORKING CONDITIONS

# 6A Health and Safety

- 1. Little abnormal exposure to health and safety risks.
- 2. Irregular exposure to health and safety risks.
- 3. Frequent exposure to moderate levels of risk in a controlled environment with adequate health and safety procedures or occasional exposure to high levels of risk.
- 4. Irregular exposure to high levels of risk to self and others or where there is a debilitating illness risk.
- 5. Regular exposure to risks that present an immediate potential danger to self and others or to situations where there is a recognised risk of developing a long-term debilitating occupational illness.

# 6B Bodily Constraints

- L. Not usually required to adopt uncomfortable working postures or wear protective apparel.
- L+ *Required to wear protective apparel and/or adopt uncomfortable working posture as part of the normal pattern of work.*
- M. Regularly required to wear protective apparel and/or regularly adopt and/or uncomfortable working posture.
- M+ *Required to wear severely constraining protective apparel or equipment and/or adopt a temporarily debilitating working posture as part of the normal pattern of work.*
- H. Regularly required to wear severely constraining protective apparel or equipment and regularly adopt a temporarily debilitating working posture.
- 6C Physical Environment
- a) Little unprotected exposure to the weather, abnormal physical conditions or climate, wetness or dirty materials at the workplace.
- b) Exposure to weather, abnormal physical conditions or climate, wetness or dirty materials at the workplace, as part of the normal patter of work.
- c) Frequent unprotected exposure to weather, wetness, dirty materials or abnormally uncomfortable physical conditions or climate at the workplace.
- *d)* Irregular exposure to temporarily debilitating physical conditions or climate or at the work place and/or handling dirty, wet or hazardous materials.
- e) Daily exposure to temporarily debilitating physical conditions or climate at the work place and/or handling wet, dirty or hazardous materials.

F	ACTOR 6	WORK	WORKING CONDITIONS								
			<u>6C</u>								
		6B	a	b	C	d	e				
6A		L	0	4	8	12	16				
	1	$\mathbf{M}$	8	12	16	20	24				
		Н	16	20	24	28	32				
		L	4	8	12	16	20				
	2	$\mathbf{M}$	12	16	20	24	28				
		н	20	24	28	32	36				
		L	8	12	16	20	24				
	3	$\mathbf{M}$	16	20	24	28	32				
		Н	24	28	32	36	40				
		L	12	16	20	24	28				
	4	$\mathbf{M}$	20	24	28	32	36				
		н	28	32	36	40	44				
		L	16	20	24	28	32				
	5	$\mathbf{M}$	24	28	32	36	40				
		Н	32	36	40	44	48				